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Cultural intelligence in the workplace: A study on its relationship with employee engagement

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Abstract

Employee Relationship Management is the important factor that lies in the current competitive organization. This relationship stands on organization communication among all the workers and the management which is the essential part to build a good working community. With respect to the growth of the company and to enhance work performance employee must get feedback in both positive and critical, Appreciation and Gratitude which is necessary. The negativity in the employee employer relation, the management might fail to know the issues with regard to the employees who do not achieve long term achievement in the enterprise.

In this current competitive world the accomplishment of good relationship is based on employee job satisfaction. Employees are treated as assets of the company. The employees must try their level best to adjust with each other and should compromise to the extent. And the employees need to enter the office positively. Observation says that the relationship among the employees goes in a long way in motivating the employees and increases the confidence level and morale of the employees.

Keywords: Communication, engagement, feedback, development, collaboration, employer relation

Introduction

Employee Relationship Management (ERM), a component of human resources management, aims to establish solid, constructive connections between managers and staff. There is more to effective employee relationship management than just how well you and your staff get along. Effective communication, employee satisfaction, and the use of appropriate tools and technologies are all necessary for good employee relationship management.

The capacity to successfully monitor and manage the relationships between members of the same team or those from separate teams is the art of employee relationship management. Employee relationship management guarantees that all employees are happy and get along well with one another while also strengthening the bonds between co-workers.

Employee relationship management encompasses a range of actions made by managers or supervisors to foster positive working relationships and bring out the best in each team member.

An organization is a place to work, not a battleground where employees would fight. Respecting teammates and understanding their expectations is essential to preserving good working relationships and achieving maximum productivity. Workers must cooperate and get along with one another.

Objectives of the study

- To identify and diagnosis the factors for employee engagement.
- To examine the effort of engagement on individual outcomes.

Review of literature

Md. Sahedur Rahman (2021) ^[35], Employee Performance and Employee Relationship Management (ERM). The study's objectives are to investigate how ERM affects employee performance in the banking sector and provide suggestions for integrating ERM inside the organization. For the performance to be successful, the organization must be properly involved.

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Ali BJ, Anwar G (2021) ^[36], "an empirical investigation into the motivation of employees and how it affects job satisfaction." The study looks at how job happiness in the finance sector relates to viewpoints on the balance scorecard. An empirical investigation into the connection between job satisfaction and employee motivation Because they motivate employees to be more environmentally sensitive, the results demonstrate that non-reward incentives have more of an impact on employee success.

Ugoani, John (2020) ^[37], "The Effect of Effective Delegation on Employee Performance" The results show that two advantages of efficient delegation are psychological empowerment and a collaborative, well-coordinated, and comprehensive managerial approach for motivating and evaluating employees' performance.

Richard Hannis Ansah (2018) ^[38], "Importance of Employer Employee Relationship towards the Growth of a Business": By offering evidence-based material, this study aims to educate readers on the value of the employer-employee relationship for a company's growth. The business owner gave the researcher a positive result, showing that connections are important for companies since they help them grow.

Thomas Katua Ngui (2018) ^[39], "The connection between Kenyan commercial banks' performance and employee relations strategies" This study aims to explore the relationship between commercial banks' implementation and employee relations plans or strategies. According to the study's findings, commercial banks' strategies and their paperwork differ from those of other banks.

Arun Kumar Agariya and Sri Harsha Yayi (2017) ^[40], "Development and Validation of ERP Scale in the Indian IT Sector" The goal of the study is to create a reliable ERM scale for the Indian IT industry. The research's conclusions indicate that ERM in the Indian IT industry is a complex concept composed of five components: organizational environment, knowledge management, coordination and communication, talent acquisition, and organizational policies. Any issues with the written proposal of an Employee Relationship Management scale are fixed by this review. Top administration associations can focus on key elements that remind them of ERM with the authoritative help of this scale. Additionally, by attracting customers and increasing the association's total profitability, it conveys and convinces representatives to provide a win-win scenario.

Richard Saundry, Carol Jones and Gemma Wibberley (2017) ^[41], "The Difficulty of Informal Management" A stronger adherence to procedure and regulation has replaced line managers' propensity for an informal response to workplace issues as a result of their increased managerial responsibilities. It is caused by a lack of self-assurance and conflict-resolution skills as well as a fear of the consequences of managing challenging situations poorly. Since it is impossible to make conclusions from a small sample, more research is necessary to see whether the suggested changes have been observed in organizations more generally.

Sceil Bal Tastan (2016) ^[42], "An assessment using social exchange theory of the influence of employee-organization relationships on individuals' behavioral outcomes of task-related performance, contextual performance, and intention to leave". Based on the information provided in the social

trade hypothesis, the study aims to explore the ways in which Employee Organization Connections (EOR) affect the results of individual actions. There has a significant negative impact on turnover. Since this is the most significant social change that requires recognition, the study focuses on the employees' current viewpoint.

Research Methodology

Achieving scientific objectives would not be possible without knowing science, except when the right methodology is chosen. This part explains about the type of research methodology for data collection from questionnaire, statistical population, sample, research model, research hypothesis, and validity and reliability of statistical tests used will be presented.

Data Collection

Primary data: Primary data is original data source which is collected first-hand in the research for a specific reason. This was collected by rising questionnaires personally to employees of various departments.

Secondary data: Secondary data was collected from journals, organization, records, organization website, and web source.

Statistical tools were used after the data collection, statistical tool helps to analyze the data. The statistical tool used in the study is Ms Excel, SPSS software, Correlation test and Chi-Square.

Hypothesis Framed

- **H0:** There is no association between work place relationship and satisfaction level of employees.
- **H1:** There is an association between work place relationship and satisfaction level of employees.
- **H0:** There is no significant difference between age and overall rating on company.
- **H1:** There is a significant difference between age and overall rating on company.
- After analyzing the data, hypothesis testing is done. It will result in either accepting or rejecting the hypothesis.

Analysis and interpretation

Correlation Test

	Age	Overall rating on work in company
Pearson Correlation	1	.656**
Sig. (2-tailed)		.000
N	200	200
Pearson Correlation	.656**	1
Sig. (2-tailed)	.000	
N	200	200

Correlation is significant at the 0.01 level (2-tailed).

Interpretation

P is greater than 0.5 so, there is a significant difference between age of the responses and overall ratings.

Important to build friendly relationship in the work place

	Highly Satisfied	How Satisfied are you working for the company satisfied	Neutral	
Count	150	50	0	200
Expected Count	37.5	46.5	6.0	90.0

Important to build friendly relationship within the workplace	Agree	Count	0	22	8	30
		Expected Count	12.5	15.5	2.0	30.0
		Count	150	50	0	200
		Expected Count	150.0	50.0	0	200.0

Chi square test

			Significance (2-sided)
Pearson Chi-Square	44.301a	2	.000
Likelihood Ratio	54.312	2	.000
Linear-by-Linear Association	41.804	1	.000
N of Valid Cases	200		

a. 1 cells (16.7%) have expected count less than 5 the minimum expected count is 2.00

Interpretation

P value is less than 0.05 so, there is no significant association between the work place relationship and satisfaction level of the employees.

Findings and suggestions

- Most of the respondents (75%) strongly agree that it is important to build friendly relationship within the work place.
- Majority of the employees (55%) agree that they need to be encouraged by someone in the workplace.
- Majority of the employees (80%) strongly agree that healthy relationship within organization will be more effective and successful.
- Majority of the employees (72%) strongly agree that organization has good workplace relationship between employees.
- Majority of the employees (73%) are highly satisfied relation with their co-workers.
- Majority of the employees (62%) strongly agree that there is good communication between employees and managers in the company.
- Majority of the employees (70%) agree that they get good support from manager or supervisor for their work.
- Majority of the employees (75%) agree that their supervisor actively listen to their suggestions and enables them to perform at their best.
- Majority of the employees (70%) describe good on relations between managers and employees in this organization.
- Majority of the employees (70%) are satisfied with the relationship with their immediate supervisors.
- Majority of the employees (85%) strongly agree that conflict is always a bad thing in organizations.
- Majority of the employees (50.5%) agree that management should take time out to get to know employees personally.
- Majority of the employees (70%) strongly agree that a pleasant and cooperative workplace to work with is needed.
- Majority of the employees (70%) strongly agree that it is important to balance your work and personal life.
- Majority of the employees (45%) strongly agree that

they are given opportunities to develop new skill sets apart from your job role.

- Majority of the employees (62%) are satisfied with the working culture of the organization.
- Majority of the employees (59%) agree that they would recommend this company as a great place to work.
- Majority of the employees (55%) agree that even if they had the opportunity to get a similar job with another organization, they would stay with their present company.
- Majority of the employees (52.5%) are satisfied with the amount of involvement you have in decision making at this workplace
- Majority of the employees (55%) are highly satisfied with the canteen facilities.
- Majority of the employees (49.5%) are highly satisfied with the training programs.
- Majority of the employees (54.5%) are satisfied in working for the company.
- Majority of employees (45%) gave rating of 4 on overall rating on work in company.

Conclusion

Each employee's potential contributions should be valued and acknowledged. Employees should be aware of the significant impact they are having on the business and how much their efforts are valued. We must be extremely skilled in luring, inspiring, and retaining talent because of the competition for it. Nowadays, workers believe they are assigned tasks that bring variety to their workdays and make their time there more enjoyable. Benefits offered by the business, and as a result, they take part in and are dedicated to the growth of the business. In order for employees to put out their best effort, the organization should, for the most part, offer them all personal services and assistance to the greatest extent possible.

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